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South Carolina Budget and Control Board
Human Resources Division



Increasing the Efficiency of the City of Charleston
Department of Traffic and Transportation's Permitting Processes By
Reducing Paperwork, Customer Confusion, Departmental Expenses, and Waste.

~ Michael W. Mathis ~

Transportation Project Manager

City of Charleston

Department of Traffic and Transportation



Increasing the efficiency of the City of Charleston Department of Traffic and Transportation's permitting processes by reducing paperwork, customer confusion, departmental expenses, and waste.

Introduction

The City of Charleston's Department of Traffic and Transportation currently oversees the issuance of several types of regulatory permits. These permits include Street Blocking Permits, Construction Parking Permits, Dumpster and Portable Storage Device Permits, Meter Bag Permits, and Moving Permits. Currently each permit has its own form with varying information required and its own process for receiving approval. Each form is also provided to customers in a paper format and currently no efficient manner of requesting or completing the forms is readily available in an electronic format outside of a typical PDF (portable document format – Adobe Acrobat) and e-mail. Customers currently must determine which permit they need and fill out the required application or form by hand in person at the Department of Traffic and Transportation's main office or by obtaining them on the Department's website (if available). The requested information may not be intuitive to first time permit requestors and may lead to mistakes and erroneous information provided on the applications and forms. For someone filling out the permit outside of the main office this may require phone calls and additional coordination before the permit can be approved.

The following information includes a review of these permits and the permitting process to determine if there is a way to combine these permits and forms into one and provide them to customers in a more customer friendly format both in paper and electronically. This should reduce permitting confusion and time for the customer and Department employees, Departmental waste and expenses, and increase efficiency of the overall process. This effort conforms to the City of Charleston's goal to become a more efficient, sustainable and green workplace and community.



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Permit Types, Processes, and Costs

The following is a list of each type of permit provided by the Department of Traffic and Transportation. The information includes what each permit provides for the customer, how each permit may be obtained, the number of each type of permit issued for the past five years, and the total cost of the permits issued for those years.

For purposes of this document the cost of a regular piece of paper (8.5"x11") will be estimated at .06 cents per piece of paper. For simplification, additional costs such as labor and costs associated with copiers or printers will not be included. Also, the cost of each customer's time spent traveling, requesting, completing, and waiting for permit approvals will not be specifically taken into account. The cost for the customer will be mentioned in general terms only. The average amount of time spent per employee and per customer when applying for each type of permit varies greatly depending on the complexity of the customer's project and types of permits required. The permitting process could take as little as 10 minutes or as long as several weeks. The reason for the disparity in time is due to the varying nature of each individual permit request.

Street Blocking Permit - Description

Street Blocking Permits (FIG 1 – SB Permit) are issued to customers who have a justifiable reason for blocking a portion of a street or the entire street. A partial closure may include the closure of one or more lanes (varying width and length) but not the entire street. A complete closure, of course, would encompass the entire street (varying width and length). Both types of closures may also impact essential parking areas within the downtown area. Each type



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of closure presents potential difficulties and impacts to vehicular, pedestrian, and bicycle traffic depending on the extent of the closure, the time of day of the closure, and the area in which the closure is located. All of this information is evaluated when a request for this type of permit is made.

Street Blocking Permit – Application and Approval

A Street Blocking Permit application is currently available in regular paper format at the Department of Traffic and Transportation's main office and is also available on the Department's website in a PDF version. In each case, the customer must completely fill out the information requested on the permit application and provide it to the Department for approval. With the PDF version, the form must be printed by the customer, each blank filled in, and then faxed, scanned and e-mailed, or brought back to the Department of Traffic and Transportation for submittal. The application, if approved, is signed by the appropriate authority and a copy is made and given back to them. The original copy is kept in the office for Departmental records. This typically requires a minimum of two pieces of paper to be used.

Street Blocking Permit – Permits Issued and Associated Cost

Street Blocking Permits account for the highest number of permit types issued by the Department of Traffic and Transportation with an average of 973 permits issued over the last five years. The highest was 1,066 in 2008 and the lowest was 793 in 2010. The number of Street Blocking Permits issued per year and the subsequent cost of the permits issued (assuming two copies are made) are listed below:



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- Street Blocking Permits issued/cost [(#of permits) x (2) x (\$.06)].
 - 1,039 (2012) / \$124.68
 - 961 (2011) / \$115.32
 - 793 (2010) / \$ 95.16
 - 1,008 (2009) / \$120.96
 - 1,066 (2008) / \$127.92

The average cost for Street Blocking Permits over the last five years is \$116.80 per year.

The average number of Street Blocking Permits issued over the last five years is 973.

Construction Parking Permit – Description

The purpose of a Construction Parking Permit (FIG 2 – CP Permit) is to allow contractors to park at or near a job site where they are working in downtown residential areas. The permit allows the contractor to park at preapproved locations without the worries of receiving parking citations. The Construction Parking Permit is intended for vehicle use only and cannot be used as a storage area for the job site including things such as debris, building supplies, portable toilets, ladders, unattached trailers, or other equipment.

Construction Parking Permit – Application and Approval

To obtain this permit contractors are required to provide a copy of their business license, a copy of the building permit for the specific construction site, and the vehicle license tag numbers(s) that the permit is intended for. If at any time the contractor has to interrupt traffic flow, they are required to apply for the aforementioned Street Blocking Permit. A Construction Parking Permit is currently only available in regular paper format at the Department of Traffic



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and Transportation's main office. In this case, the customer must properly fill out the information requested on the form and provide it to the Department for approval. The permit, if approved, is signed by the appropriate authority and a copy is made and given back to the customer. The original copy is kept in the office for Departmental records. This typically requires a minimum of two pieces of paper to be used.

Construction Parking Permit – Permits Issued and Associated Cost

The number of Construction Parking Permits issued per year and the subsequent cost of the permits issued (assuming two copies are made) are listed below:

- Construction Parking Permits issued/cost [(#of permits) x (2) x (\$.06)].
 - 184 (2012) / \$22.08
 - 222 (2011) / \$26.64
 - 283 (2010) / \$33.96
 - 304 (2009) / \$36.48
 - 261 (2008) / \$31.32

The average cost for Construction Parking Permits over the last five years is \$30.10 per year. The average number of Construction Parking Permits issued over the last five years is 251.

Dumpster and Personal Storage Device Permit – Description

A Dumpster and Personal Storage Device Permit (FIG 3 – DPSD Permit) is available for persons or businesses to temporarily place dumpsters (for waste disposal) and/or personal storage



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devices (i.e., PODS, UNITS, SMARTBOX - for temporary storage and moving) within a parking lane on the public right-of-way.

Dumpster and Personal Storage Device Permit – Application and Approval

A Dumpster and Personal Storage Device Permit is currently only available in regular paper format at the Department of Traffic and Transportation's main office. In this case, the customer must properly fill out the information requested on the form and provide it to the Department for approval. The permit, if approved, is signed by the appropriate authority and a copy is made and given back to the customer. The original copy is kept in the office for Departmental records. This typically requires a minimum of two pieces of paper to be used.

Dumpster and Personal Storage Device Permit – Permits Issued and Associated Cost

The number of Dumpster and Personal Storage Device permits issued per year and the subsequent cost of the permits (assuming two copies are made) are listed below:

- Dumpster and Personal Storage Device Permits issued/cost [(#of permits) x (2) x (\$.06)].
 - 164 (2012) / \$19.68
 - 212 (2011) / \$25.44
 - 191 (2010) / \$22.92
 - 157 (2009) / \$18.84
 - 146 (2008) / \$17.52

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The average cost for Dumpster and Personal Storage Device Permits over the last five years is \$20.88 per year. The average number of Dumpster and Personal Storage Device Permits issued over the last five years is 174.

Meter Bag Permit – Description

The Meter Bag Permit (FIG 4 – MB Permit) is similar to the Construction Parking Permit except that it is used within the commercial area of downtown where parking meters regulate parking spaces. A Meter Bag Permit also comes with an actual bag with a lock to place over a parking meter to reserve the parking space. There is a fee of \$10.00 per day per parking meter space and a \$20.00 deposit for each bag. When the project is completed, the bag must be returned in good condition with the lock and key attached on the date and time indicated on the permit in order to receive a full refund of the deposit. If a refund is granted, it is mailed to the address indicated on the permit.

A Meter Bag Permit may be issued to the following entities and for the following reasons:

- Contractors who may be working at a site within the downtown commercial area where parking is regulated by parking meters. The permit allows the contractor to park at preapproved locations without the worries of receiving parking citations.
- Businesses or organizations conducting special events that require additional overflow parking or blocking of parking for closure of a street and have been preapproved by the City's Special Events Committee.



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Meter Bag Permit – Application and Approval

To obtain this permit contractors and special event organizers are required to provide a copy of their business license or Special Events Permit, a copy of the building permit for the specific construction site (for contractors), and the vehicle license tag number(s) that the permit is intended for. If at any time the contractor or special event organizer has to interrupt traffic flow, they are required to apply for the aforementioned Street Blocking Permit. The Meter Bag Permit is currently only available at the Department of Traffic and Transportation's main office. However, this permit is different from the other permits because it is printed on 5 ½" x 8 ½" four copy carbon paper. Like the other permits though the customer must properly fill out the information requested on the form and provide it to the Department for approval. The permit, if approved, is signed by the appropriate authority and one of the four copies is given back to the customer. Another copy is kept in the office for Departmental records and the other two copies are provided to the City's Revenue Collections, Parking Division, who collect the fee for use of the parking meter spaces.

Meter Bag Permit – Permits Issued and Associated Cost

As mentioned earlier, the Meter Bag Permit is printed on 5 ½" x 8 ½" four copy carbon paper. Because of this, the permit is actually more costly than the previous permits. There is revenue generated with the Meter Bag Permit and actual meter bags but the revenue covers the "lost" revenue of the parking meter space being reserved. The deposit covers potential loss of the meter bag. The number of meter bags issued may also vary with the issuance of each Meter Bag

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Permit. The number of Meter Bag Permits issued per year and the subsequent cost of the actual permits are listed below:

- Meter Bag Permits issued/cost [(#of permits) x (\$.30)].
 - 459 (2012) / \$137.70
 - 386 (2011) / \$115.80
 - 390 (2010) / \$117.00
 - 361 (2009) / \$108.30
 - 327 (2008) / \$ 98.10

The average cost for Meter Bag Permits over the last five years is \$115.38 per year. The average number of Meter Bag Permits issued over the last five years is 385.

Moving Permits

Over the past several years the number of Moving Permits (FIG 5 – MV Permit) issued has not been maintained by our Department. However, it is a permit that is issued in a similar manner as the other permits with at least two paper copies being generated. Given the fact that no numbers are available, this permit and its associated costs cannot be accurately determined and will not be included with the final cost analysis. It will, however, be included in the final solution for reducing cost, waste, and time, and improving efficiency.



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Summary of Findings

The average total cost for each permit type and the total of those averages for the last five years is listed below along with the average number of permits issued and total in parenthesis:

<u>Avg. Cost</u>	<u>Avg. # of Permits</u>	<u>Permit Type</u>
\$116.81	(973)	Street Blocking Permits
\$30.10	(251)	Construction Parking Permits
\$20.88	(174)	Dumpster and Personal Storage Device Permits
<u>\$115.38</u>	<u>(385)</u>	Meter Bag Permit
\$283.16	(1,783)	Total of Averages Over Five Years

The City of Charleston's Department of Traffic and Transportation currently spends a total of \$283.16 on average per year on the aforementioned permit forms. A solution to the excess paper generated may be to consolidate each permit into one form referred to as an Application for Transportation Right-of-Way Permit (FIG 6 – ATRW Permit). This form would be used in a similar manner as the other regular paper permits. The customer would fill out the information requested on the form and provide it to the Department for approval. The permit, if approved, would be signed by the appropriate authority and an electronic copy (scan as PDF) could be made and kept for Departmental records. The original copy could then be given back to the customer for proof of permit approval. This would reduce the paper generated to one piece for three of the permit types and allow both the customer and the Department to retain a copy for



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their records. In theory, the pieces of paper generated would be reduced to half and therefore reducing the cost in half. However, this consolidated permit would also include the Meter Bag Permit that actually costs more than the other permits. The cost of this permit would be reduced by 40% by eliminating the four copy carbon paper and using the regular paper copies. Three paper copies would be generated; one for the customer and two for the Revenue Collections, Parking Division. The fourth copy would be a scanned copy for the Department's records and would not generate any paper.

The projected total cost for each permit using the average number of permits issued over the last five years is listed below:

<u>Avg. Projected Cost</u>	<u>Avg. Projected # of Permits</u>	<u>Permit Type</u>
\$58.40	(973)	Street Blocking Permits
\$15.05	(251)	Construction Parking Permits
\$10.44	(174)	Dumpster and PSD Permits
<u>\$69.23</u>	<u>(385)</u>	Meter Bag Permit
\$153.12	(1,783)	Total Projected Cost and Permits

With the consolidation of each permit into one form the Department could realize an estimated 46% cost savings. The cost of the permits would reduce from \$283.16 to 153.12 for a savings of \$130.04 per year. The consolidation of permits into one form would require no additional funds to implement since the consolidated form is printed on one sheet of paper. This



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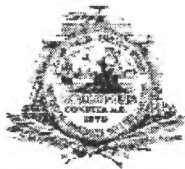
is paper that is already being used to print the numerous existing forms and permits. The consolidation of each permit into one form would not only reduce costs but would also reduce confusion about which permit form to fill in and submit.

The Department could also improve efficiency by providing the permits in a fillable form online for customers. The online forms would allow the customers to fill in the form, print it out themselves and bring it in for approval or e-mail the form to the Department for approval and return by e-mail. This may even provide greater savings in the reduction of paper for the Department. It would also reduce the need for some customers to visit the main office, saving time and money for both the customer and the Department. The time to process these forms could be reduced internally by use of e-mail forwarding and e-mail approval. The technology and ability to provide fillable forms for online use is currently available through the City's Information Technology Department (IT). The IT Department, as part of their regular responsibilities, will convert any form provided to them into a fillable format.

Future Permitting

The City of Charleston's future includes a comprehensive review of the entire City's permitting process. This potentially includes an enterprise Permitting, Licensing, Asset Management and Citizen Relationship software solution. This is considered a long term solution to a larger workflow and management issue. Our solution is short term and a bridge to this future improvement.



**STREET BLOCKING PERMIT****DEPARTMENT OF TRAFFIC & TRANSPORTATION
CITY OF CHARLESTON, S.C.**

Permit requested by: _____

Mailing address: _____

Phone: _____

Date: _____

Conditions requiring blocking of street: _____

Street to be blocked: _____

Between: _____ and _____ Streets

Starting date & time: _____

Ending date & time: _____

Number of lanes/spaces: _____ Direction of travel: _____

Side of street: _____ Excavation/Building permit #: _____
(Where applicable)

This permit is expressly conditioned as follows:

(A) The permittee shall duly and appropriately mark traffic obstruction pursuant to the directives of the Department of Traffic and Transportation, Sections 56-5-930 and -940 of the South Carolina Code of Laws, and the South Carolina Manual on Uniform Traffic control Devices for Streets and Highways, Part V.

(B) The permittee shall agree to fully indemnify and hold harmless the City of Charleston and the State of South Carolina of and from any and all claims, demands or actions for damage to persons or property that may arise, or alleged to have arisen, on account of the location or maintenance of the traffic obstruction(s) to which this Permit applies.

(C) Upon notification this permit may be cancelled due to non compliance or for reasons concerning traffic safety.

(D) This permit shall be available on site at all times

Additional conditions:

(E) Required to maintain proper traffic control including advance warning signs and flagger(s).

(F) Required to maintain flow of traffic at all times.

SIGNATURE OF APPLICANT

No: _____

APPROVED BY: _____



Joseph P. Riley, Jr.
Mayor



Hernan E. Peña, Jr.
Director

**CONSTRUCTION PARKING PERMIT
DEPARTMENT OF TRAFFIC AND TRANSPORTATION
CITY OF CHARLESTON, SOUTH CAROLINA
Phone (843)973-7288 Fax (843)722-5956**

Name of Requestor: _____

Mailing Address: _____ Phone: _____

Fax: _____

Company Requesting Permit: _____

Mailing Address: _____

Conditions Requiring Permit: _____

Address of Construction Site Location: _____

Start Date Requested: _____ Projected End Date: _____

License Plate Number(s) of approved vehicle(s): _____

Excavation / Building Permit #: _____ (Where applicable)

This permit is expressly conditioned as follows:

- (A) The permit requestor has read and understands all ordinances related to parking on City streets and agrees to abide by all parking rules and regulations.
- (B) The permit requestor shall agree to fully indemnify and hold harmless the City of Charleston and the State of South Carolina of and from any and all claims, demands or actions for damage to persons or property that may arise, or alleged to have arisen, on account of the location or maintenance of the vehicle to which this permit applies.
- (C) This permit shall be available on site at all times.
- (D) The permit requestor shall not to interfere or impede the flow of traffic.
- (E) Upon notification this permit may be cancelled due to non compliance of for reasons concerning traffic safety.

Signature of Applicant: _____

Permit No.: _____ Approved by: _____ Date: ____/____/____

Approved Dates – Start/End _____

Joseph P. Riley, Jr.
Mayor



Hernan E. Peña, Jr.
Director

DUMPSTER & PERSONAL STORAGE DEVICE - PERMIT
DEPARTMENT OF TRAFFIC AND TRANSPORTATION
CITY OF CHARLESTON, SOUTH CAROLINA
Phone (843)973-7288 Fax (843)722-5956

Permit requested by: _____

Mailing Address: _____ Phone : _____

Fax: _____

Company Providing Dumpster/Container: _____

Mailing Address: _____

Conditions Requiring Dumpster/ Container: _____

Address of Proposed Location: _____

Between: _____ and _____

Date/Time Dumpster / Unit will be placed: _____ / _____ Date/Time Dumpster/Unit will be removed: _____ / _____

Number of lanes ☐ spaces ☐: _____ Direction of travel: _____

Side of Street: _____ Excavation / Building Permit #: - _____

(Where applicable)

This permit is expressly conditioned as follows:

- (A) The permittee, has read and understands the Dumpster Ordinance and agrees to abide by Sec.19-459 and Sec. 19-460 as approved and passed by City of Charleston, SC, City council.
- (B) The permittee, shall agree to fully indemnify and hold harmless the City of Charleston and the State of South Carolina of and from any and all claims, demands or actions for damage to persons or property that may arise, or alleged to have arisen, on account of the location or maintenance of the traffic obstruction(s) to which this permit applies.
- (C) Upon notification this permit may be cancelled due to non compliance of for reasons concerning traffic safety.
- (D) This permit shall be available on site at all times.
- (E) Required to maintain proper traffic control including reflective warning signs and/or traffic cones.
- (F) Required not to interfere or impede the flow of traffic.

Signature of Applicant: _____ Signature of Owner: _____

Proof of Insurance: _____

Permit No.: _____ Approved by: _____ Date: _____ / _____ / _____

Fee: _____

City of Charleston
DEPT. OF TRAFFIC & TRANSPORTATION

Issued to: _____ Date: _____

Return
Date: _____

Return
Time: _____
Phone Number _____

The above named firm and/or individual having certified that the specified parking area is required for construction purposes at the location listed, is hereby issued this permit for the period specified.
The Department of Traffic & Transportation reserves the right to revoke any permit.

Location: _____ Valid Only From: _____ To _____
Parking Meter Code: _____ Parking Permit No. _____
Lic. No. Vehicles Authorized to Park: _____
BY: _____

Joseph P. Riley, Jr.
Mayor



Hernan E. Peña, Jr.
Director

MOVING PERMIT
DEPARTMENT OF TRAFFIC AND TRANSPORTATION
CITY OF CHARLESTON, SOUTH CAROLINA
Phone (843)973-7288 Fax (843)722-5956

DATE: _____

REQUESTED BY: _____

PHONE: _____ FAX: _____

COMPANY NAME: _____

PHONE NO: _____ FAX: _____

STREET ADDRESS: _____

CROSS STREETS: _____ AND _____

STARTING DATE: _____ TIME: _____

ENDING DATE: _____ TIME: _____

SPACES: _____ DIRECTION / SIDE OF STREET: _____ / _____

*** Not Valid for Lane Closures. ***
Not permitted to block a lane of traffic.

APPROVED BY: _____ Date: _____

Permittee is responsible for securing and or placing barricades /cones to block off parking until further notice.
(Permit must be properly displayed.)



CITY OF CHARLESTON
DEPARTMENT OF TRAFFIC & TRANSPORTATION
Application for Transportation Right-of-Way Permit
PERMIT PROCESSING REQUIRES 48-BUSINESS HOURS
FROM THE TIME OF SUBMISSION



APPLICANT INFORMATION

Name: _____ Company Full Legal Name (if applicable): _____
 Telephone No.: _____ Cellular Phone No.: _____ Fax No.: _____
 Mailing Address: _____ Email: _____

Purpose of Work, Activity, or Use of Public Right-of-Way (Complete & Check all applicable)

Address of Proposed Location: _____
 Block Between Streets: _____ and _____
 Side of Street: (North, South, East, West) Direction of Travel: (North, South, East, West)
 From Date & Time: _____ To Date & Time: _____
 Building Permit Number (where applicable): _____

☐ **Construction Parking:** Are parking spaces metered? ☐ Yes ☐ No If Yes, complete Meter Bag section.
 Description of Vehicle/ License Plate #: _____

☐ **Street Blocking** (Attached Traffic Control Plan Required):
 Conditions requiring blocking of street: _____
 Number of Lanes: _____ Number of Spaces: _____
 Are parking spaces metered? ☐ Yes ☐ No If Yes, complete Meter Bag section below.

☐ **Moving:** ☐ Commercial Truck/ Van ☐ Personal Vehicle
 Are parking spaces metered? ☐ Yes ☐ No If Yes, complete Meter Bag section below.

☐ **Dumpster/ Portable Storage Device (PSD):** ☐ Dumpster ☐ Portable Storage Device
 Are parking spaces metered? ☐ Yes ☐ No If Yes, complete Meter Bag section below.
 Fee: ONE (1) Dumpster/ PSD for _____ Days x \$10.00 Per Day = \$_____.00 **Total Fee**

☐ **Meter Bag:** Provide meter number for each meter to be reserved: _____
 Deposit: _____ Spaces Bagged x \$20.00 Per Bagged Space ===== .00
 Fee: _____ Spaces Bagged x _____ Days x \$10.00 Per Day == .00
Total (Fee+Deposit) \$ _____.

This permit is expressly conditioned as follows:

- (A) The permittee shall duly and appropriately mark traffic obstruction pursuant to the directives of the Department of Traffic and Transportation, Section 56-5-930 of the South Carolina Code of Laws, and Federal Highway Administrations (FHWA) Manual on Uniform Traffic Control Devices (MUTCD).
- (B) The permittee, shall agree to fully indemnify and hold harmless the City of Charleston and the State of South Carolina of and from any and all claims, demands or actions for damage to persons or property that may arise, or alleged to have arisen, on account of the location or maintenance of the traffic obstruction(s) to which this permit applies.
- (C) The permittee, has read and understands the Dumpster Ordinance and agrees to abide by Sec. 19-459 and Sec. 19-460 as approved and passed by the City of Charleston, SC, City council. (If Applicable)
- (D) Upon notification this permit may be cancelled due to non compliance of for reasons concerning traffic safety.
- (E) This permit shall be properly displayed on site at all times.
- (F) Permittee, is responsible for securing and or placing barricades/ cones to block off parking.

Signature of Applicant: _____
 Date: _____

Approver Signature: _____
 Date: _____

Date received from applicant: _____